Public Service Commissioner

ANNUAL REPORT 1985

Alberta

PERSONNEL ADMINISTRATION

86-03445/

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Alberta
PERSONNEL ADMINISTRATION

Office of the Minister

222 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-0158

Honourable Gerard Amerongen
Speaker of the Legislative Assembly
325 Legislature Building

Dear Sir:

It is with a great deal of pleasure that I submit to you the Annual Report of the Personnel Administration Office for the year ending December 31, 1985.

Yours truly,

Greg Stevens

GREG STEVENS
Minister Responsible for
Personnel Administration

Alberta

PERSONNEL
ADMINISTRATION OFFICE

Office of the Public Service Commissioner

7th Floor, Kensington Place, 10011 - 109 Street, Edmonton, Alberta, Canada T5J 3S8 403/427-8116

The Honourable Greg Stevens
Minister Responsible for
Personnel Administration
Room 222, Legislature Building
EDMONTON, Alberta

Sir:

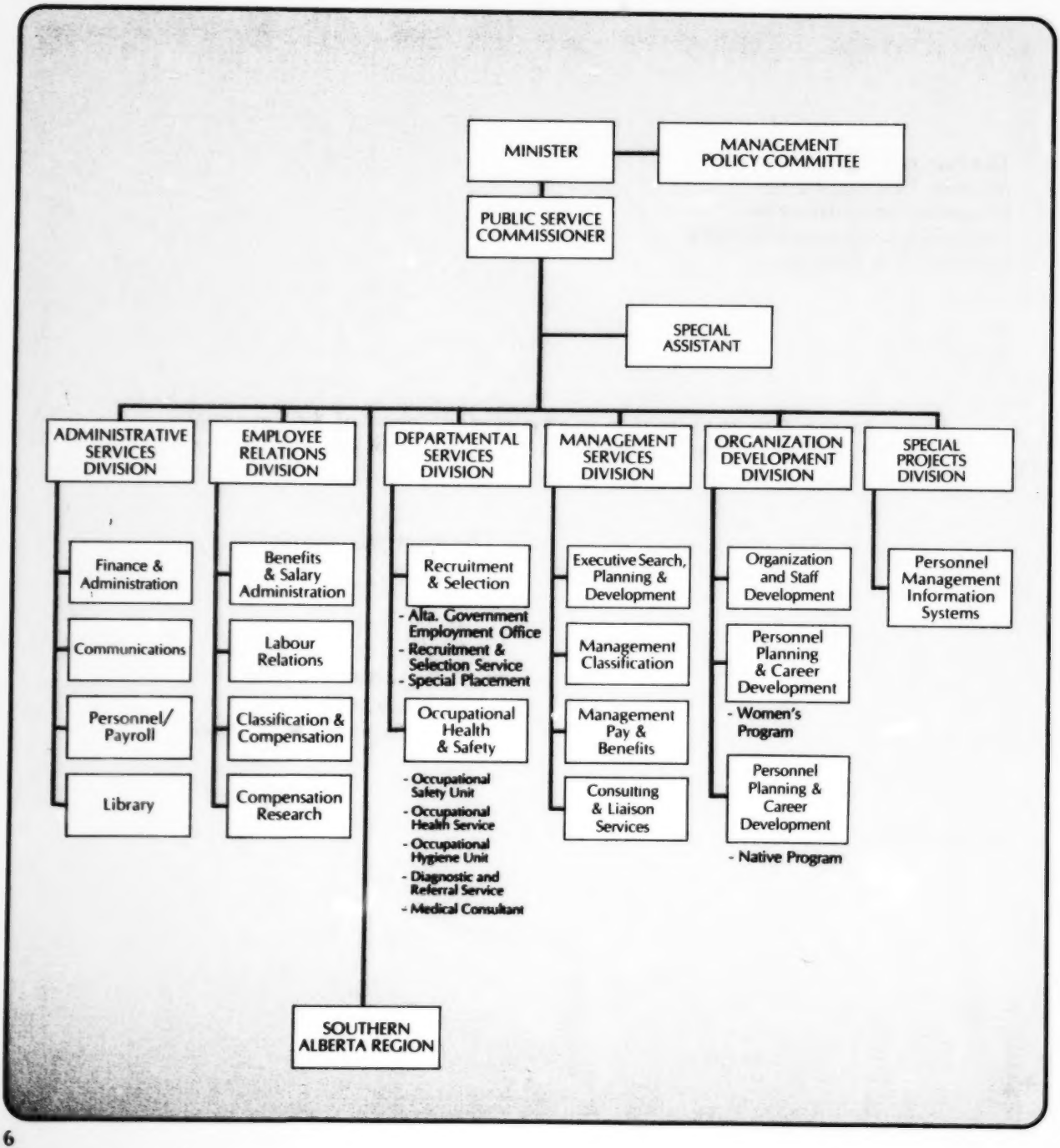
I have the privilege to present to you the Annual Report of the Personnel Administration Office pursuant to the Public Service Act, for the calendar year ending December 31, 1985.

Respectfully submitted,

J. E. DIXON
Public Service Commissioner

Attachment

Personnel Administration Office
Functional Organization
December 31, 1985



Personnel Administration Office
Functional Statements

Public Service Commissioner

Provides advice to the Minister and government on personnel policy and legislation, and develops and administers systems to implement policies and practices. Advises and informs the Minister on all aspects of personnel administration. Manages a comprehensive personnel program which is implemented through divisions of the Personnel Administration Office. Provides advice and assistance to departmental officials on personnel matters.

Employee Relations Division

Responsible for the negotiation and administration of collective agreements, the development and administration of benefit programs, the research of compensation trends, and the administration of the bargaining unit and excluded and opted out position classification system.

Management Services Division

Responsible for the recruitment and selection of senior managers, and for recommending and developing the terms and conditions under which they are employed. The division is also responsible for developing plans to meet the long-term requirements for managerial personnel.

Departmental Services Division

Responsible for staffing activities in the Alberta Public Service. Administers an Occupational Health and Safety Program for all government employees and a program to assist disabled citizens of Alberta in obtaining meaningful employment in the public service.

Organization Development Division

Provides consulting services to assist departments in achieving effective development and utilization of their staff consistent with the needs of the Alberta Public Service and the employees. This includes assisting departments to identify needs, designing and conducting developmental programs and coordinating the use of outside training institutions. Responsible for coordinating employee performance appraisal, workforce planning (non-managerial) and career assignment programs. Responsible for the Personnel Planning and Career Development Program for Women and Native people.

Special Projects Division

Responsible for assigned projects which usually arise from programs which cross divisional lines or from new programs which will eventually pass to another division to administer. Provides consultative advice to the Public Service Commissioner and all divisions on electronic data processing (including office automation) and legislation.

Southern Alberta Regional Office

Develops and provides personnel administration services in the Southern Alberta Region as representative of all divisions of the Personnel Administration Office. The regional office is located in Calgary.

Administrative Services Division

Provides personnel, financial, library, communications and general administrative services to the Public Service Commissioner and all divisions of the Personnel Administration Office.

Employee Relations Division

In 1985 the Master Agreement was resolved by arbitration for the first time since the advent of bargaining in the public service. The twelve Subsidiary Agreements were resolved by negotiations providing for a total increase of three per cent to wages effective April 1, 1985 for the period April 1, 1984 to March 31, 1986.

The aforementioned arbitration award contained a number of changes, the main one being that one-half of the benefit costs of the long term disability income plan for the bargaining unit is now being paid by the employees.

Compensation Research

Throughout 1985, the Compensation Research section's key responsibilities involved monitoring, analysis and reporting of changing economic conditions and market trends in support of collective bargaining and of compensation determination for non-bargaining employee groups. During the first part of the year, the section devoted its resources and expertise to the support of ongoing subsidiary negotiations and arbitration of the Master portion (benefits and working conditions) of the Collective Agreement between the Government of Alberta and its bargaining unit employees. A major project was the researching, developing and writing of the economic and compensation profile which formed the central theme of the government's arbitration brief on the Master portion of the Agreement.

In early 1985, the section completed an update of market information collected in 1984 relating to compensation levels and restraint measures. The data was used to assess the Alberta Government's position relative to other employers across Canada and was subsequently used in support of the government's position in wage and salary negotiations.

With the renewal of the Collective Agreement for bargaining unit employees in late 1985, the section turned its focus to developing pay recommendations for the opted-out and excluded groups of employees, which were implemented along with bargaining unit adjustments in December 1985.

In preparation for the next round of bargaining in 1986, the section conducted the division's biennial survey of benefits and working conditions among a wide variety of employers in the fall of 1985. In addition to research activity and investigation into potential labour relations issues, the section began preparations for a major 1986 survey to collect and analyze current pay market information.

In May 1985, the section participated in an intergovernment conference and workshop for labour relations and compensation practitioners from the federal, provincial and territorial governments. It was an opportunity to exchange information and discuss new developments in the collective bargaining and compensation field.

Ongoing service responsibilities were maintained throughout the year. Among other activities, the section responded to numerous compensation surveys conducted by a wide variety of employers and consulting firms on behalf of the Alberta Government, provided advice and resources to the various Crown boards and agencies requiring assistance in the compensation area, and offered advice and recommendations with respect to ministerial inquiries on part-time committee remuneration.

Labour Relations

Collective Bargaining

Collective bargaining with the Alberta Union of Provincial Employees concerning the Master and the twelve Subsidiary Agreements commenced in January 1984 and concluded in November 1985. The Master Agreement was resolved through arbitration on July 9, 1985 with the release of the Arbitration Board's award. Following the resolution of the Master, the Subsidiary Agreements were settled through negotiations.

Ratification of the Subsidiary Agreements was completed by late November, and the entire Collective Agreement, Master and Subsidiaries, was implemented effective December 1, 1985.

Major changes which occurred in the Master Agreement include a cost-sharing provision on the long term disability insurance plan whereby employees will pay 50 per cent of the premiums, the deletion of the weekend premium, the phase-out of the Fort McMurray Northern Allowance over a 12-month period, an increase from 13 weeks to 20 weeks in the maximum amount of severance pay payable to employees who have their positions abolished, and the inclusion in the Agreement of a new article dealing with layoff and recall.

With respect to the Subsidiary Agreements, minor language changes occurred, but largely the Subsidiary Agreements were renewed without substantial changes, other than the amendments to the salary grids to reflect the nego-

tiated zero per cent and three per cent wage increases for 1984 and 1985 respectively.

The Labour Relations section also provides negotiation services to the Alberta Research Council (ARC), the Alberta Alcohol and Drug Abuse Commission (AADAC), the Alberta Mortgage and Housing Corporation (AMHC), and the Alberta Liquor Control Board (ALCB). With respect to the Research Council, the Mortgage and Housing Corporation and the Alcohol and Drug Abuse Commission, negotiations were successfully concluded in the late summer and early fall of 1985, with settlements closely paralleling the arbitrated provisions of the Master Agreement and the salary settlements achieved in the Subsidiary Agreements. The Alberta Liquor Control Board has two agreements, one pertaining to employees covered by the Labour Relations Act, and another covering employees covered by the Public Service Employee Relations Act. The latter was resolved through arbitration, with results similar to those achieved in the general service, and shortly thereafter the other agreement was settled in an identical manner at the bargaining table.

Grievances

During the course of 1985 there were 313 grievances filed at various stages of the grievance procedure. With the grievance backlog of 132 from previous years, the combined total of grievances to be processed in 1985 was 445; a decline of 125 from the 1984 figure.

Out of this combined total, 317 grievances were resolved at various levels of the grievance procedure. At year end, there were 77 cases scheduled for hearing in 1986, and another 29 yet to be scheduled.

Of the 22 cases heard by the Public Service Grievance Board, two were adjourned, seven decisions are pending, and 15 decisions were rendered, of which eight were denied, five were allowed, and two preliminary objections were denied.

Consulting Services

The Consulting Services branch remains the primary contact for departments in matters relating to labour relations. Consulting Services provides contract interpretations, advice and assistance to departments in resolving labour relations problems, and provides information on labour relations issues.

The branch was involved in all aspects of labour relations including collective bargaining, adjudications and presentation of training courses.

Other activities of the branch included presentation of quarterly seminars on labour relations to the personnel community, the administration and reporting of a major survey on labour relations practice in departments, and the development of a comprehensive interpretations manual for the Master and Subsidiary Agreements to be used by personnel departments.

Training

The Training branch develops and presents employee relations courses for personnel administrators and line managers. Progress continued during 1985 on the development of four Advanced Employee Relations programs for the personnel community entitled Collective Agreement Interpretation, Conduct and Discipline, Grievance and Adjudication, and Attendance and Leave. Assistance was provided to the Organization Development Division in developing one of the Key Management Development Modules (Taking Disciplinary Action) for line managers.

Regularly scheduled programs presented in 1985 included: Introductory Employee Relations, Managing the Unsatisfactory Performer, Management Development (Employee Relations Unit) and Orientation for Managers.

In addition to the regularly scheduled programs, special seminars were also delivered (including two Managing the Unsatisfactory Performer programs) to departments on a request for services basis.

Classification and Compensation

Decentralized classification activity continues to be monitored through the section's review and reporting system. Modifications were made to the system over the year to enhance the section's ability to analyze emerging trends in class series usage. In addition, a formal departmental follow-up policy was implemented to provide a mechanism for resolution of concerns identified through the review of classification activity.

To assist departments in allocating positions, a computerized registry of position comparators was introduced in the fall of 1985. The registry, which corresponds directly to the Benchmark Manual, organizes information pertinent

to position comparators to facilitate classification decisions. Seminars were held on the use of the benchmark registry.

The section completed a major review of the current job description form and a revised form was piloted in three departments. The section will be proceeding with plans to implement the new job description form in 1986.

During negotiations seven classes were established that had previously been outstanding — Administrative Officer II, and the Branch Administrator I-II and Word Processing Operator I-IV for Treasury Branches. Agreement was also reached on pay for the Equipment Operator I-IV series. Series reviews that were postponed in 1983 were implemented in December resulting in the following 22 classes being established: Biologist III, Laboratory Scientist III, Accommodation Officer I-II, Recreation Consultant I-III, Audiologist, Speech Language Pathologist I-II, Interpretor/ Visitor Services Officer I-III, Municipal Administrator I-II, the Computer Operator V and the Administrative Officer II and Computer Operator I-V for Treasury Branches. In addition, the following 10 classes were revised: Public Safety Services Officer I-III, Data Entry Operator I, Data Entry Supervisor I and II, and the Computer Operator series. There were also seven classes abolished.

The Classification Appeal Board for bargaining unit and opted-out and excluded positions dealt with nine appeals during the year. Seven of these were carried over from 1984. One appeal was declared invalid by the board and four appeals were subsequently granted by departments and hence withdrawn by the appellants. Three appeals were denied by the board and one was granted. Eight appeals were carried over to 1986.

Training in classification was provided to 26 personnel administrators and to 39 line managers to assist departments in carrying out their responsibilities for decentralized classification.

Benefits and Salary Administration

Group Life Insurance Plans

These plans provide basic group life insurance coverage for insured employees up to certain established maximums, including 24-hour-a-day accidental death and dismemberment insurance (AD & D); the employer and employee share the premium costs. Optional employee-paid dependents' life insurance coverage, providing benefits to an employee in the event of the death of a spouse or dependent child, is also available. Insured management, and other excluded employees, may also purchase optional life insurance with the total premium paid by the participating employee. Retiring employees who begin to receive their public service pension are provided with $3,000 paid-up life insurance coverage.

The group life insurance plan for bargaining unit employees paid basic life insurance benefits to the beneficiaries of 62 deceased employees during the policy year ending March 31, 1985. The average single claim paid was $56,532. In addition, two claims were paid under the AD & D coverage averaging $26,250 per claim. Under dependents' life insurance, 24 claims were paid totaling $105,000. A total of 306 retiring employees each received the $3,000 paid-up life insurance coverage while benefits were paid due to the deaths of 80 retirees.

The group life insurance plan for management and other excluded employees paid 17 claims averaging $95,294 per claim. Four of these claims were due to accidental death resulting in an additional amount averaging $89,250 being paid to the beneficiaries of the deceased employees. Also, the optional life insurance part of the plan paid benefits to six beneficiaries totaling $343,000. A total of 104 retiring employees received the $3,000 paid-up life insurance coverage while benefits were paid due to the deaths of ten retirees.

In mid-1985, the premium rates for basic life and AD & D insurance coverage were substantially reduced under both group life insurance plans. Optional life insurance premium rates were also reduced. These premium reductions were possible due to the favourable experience under the plans in recent years.

Travel - Occupational Accidental Insurance Plan

This insurance covers employees in the event of death or dismemberment while performing their duties or travelling on authorized government business. The amount of insurance is equal to four times the employee's salary to a maximum of $100,000 less any AD & D benefit payments made under the group life insurance plan. During the year, the policy paid benefits averaging $12,700 per claim due to the accidental deaths of three employees. However, the accidental death insurance under the group life insurance plan also paid an average of $87,300 to employees' beneficiaries.

Long Term Disability Plan

This employee benefit is an income replacement plan for employees who become unable to work because of long-term illness or disability. The level of benefits is 70 per cent of salary, up to certain maximums, subject to the approval of an independent third party claims adjudicator.

During the ninth year of operation (April 1, 1984 to March 31, 1985), 290 claimants began receiving long term disability benefits, making a total of 553 disabled employees receiving benefits at the fiscal year end. During the year, 254 employees discontinued receiving benefits; 156 of these returned to their own or similar jobs, while another 30 returned to gainful employment of a different nature.

Insured employees in the bargaining unit started to pay 50 per cent of the premium cost in late 1985 as a contribution to the benefits paid to unionized employees receiving benefits under the plan.

Dental Program

This program consists of a plan for employees in the bargaining unit and a plan for management and other excluded employees. Each plan, funded by the employer, reimburses a portion of eligible dental expenses incurred by employees and their dependents up to specific maximums. Coverage begins after an employee has one year of service.

Additional optional coverage, which increases the portion of dental expenses reimbursed and removes the maximum reimbursement level, is available to management and excluded employees at their own expense. The premium rate for family coverage was reduced in January 1985 because claims were fewer than expected.

During the calendar year ending December 31, 1985, the bargaining unit plan paid out $5,480,000 in claims, while $2,108,000 was paid on behalf of employees in the management and excluded dental plan, including the optional dental coverage.

Extended Medical Benefits Plan

Employees and early retirees participate in this plan on a voluntary basis. Monthly premiums are equally shared by the employer and employee. The plan reimburses 80 per cent of the cost of prescription drugs after a $15.00 annual deductible is satisfied. Other insurable medical expenses, excluded from the Alberta Health Care Insurance Plan, are also covered. The total claims paid during the benefit year ending June 30, 1985, amounted to $3,600,000. Due to substantial increases in claims and medical costs covered by the plan, premium rate increases were implemented in 1985.

Income Replacement Insurance For Volunteers and Committee Members

During 1985 a special plan was developed and implemented to provide income replacement protection to citizens who serve on government committees or provide volunteer services to government departments. The plan provides for benefits to a maximum of $500 per week up to $50,000 in total for any injury incurred while performing these services and as a result suffering a loss of employment income. In addition, the policy will pay up to $5,000 in medical expenses not covered by Alberta Health Care. The plan is administered through Alberta Treasury.

Management Services Division

During 1985, the division continued to provide professional personnel advice and services to program departments in the areas of executive recruitment and selection, management classification and compensation and management personnel planning and development.

A significant restructuring of the division was implemented on October 1, 1985. The management personnel planning function was combined with that of executive search and a new Consulting and Liaison Services section was created. Responsibilities assigned to this new section include organization design consulting, major multidiscipline projects, assistance to departments in managing restraint measures and managerial discipline. A main objective of this reorganization was to allow the division to provide more responsive, effective and diverse services to the program departments and other clients.

The division also continued its involvement in monitoring and coordinating personnel community activities across the public service. Highlights of this area during 1985 included the reactivation of the highly regarded Personnel Administrator Training program as well as the facilitation of a number of secondments both interdepartmentally and between the Personnel Administration Office and a number of departments.

Management Personnel Planning

This section has been responsible for developing service-wide policies and procedures respecting management personnel planning, performance appraisal and, in cooperation with the Organization Development Division, management development. A realignment of these responsibilities in October resulted in the formation of a Consulting and Liaison Services section which will broaden assistance available to departments in a number of areas, including organization design and management discipline.

During the year, procedures were developed and implemented to provide a flexible framework within which departments can strengthen managerial competence and versatility through a greater use of designated positions for developmental purposes. There has been a positive response to the policy and guidelines with a number of developmental assignments now underway in departments.

The Management Performance Appraisal System continues to be applied in all departments to ensure that uniform criteria are used to assess managerial performance and to maintain continuity in the corporate record of managerial performance. Consultation and assistance was provided to departments to meet specific departmental needs.

In cooperation with the Organization Development Division, the section initiated a study to validate previous research work on a Management Development Model. As a result, this model, which will establish a measure of consistency in planning for the development of managers, has been implemented on an experimental basis.

In addition to these policy initiatives, consultation and support was provided to departments in departmental personnel planning, the Western Career Assignment Program and the orientation of new managers.

Management Classification

The Management Classification section is responsible for the classification allocation of all management positions within government as well as the overall administration of the management classification plan.

In 1985, a total of 1,278 classification requests were reviewed and processed by the Management Classification section, an increase of 364 or approximately 40 per cent over 1984. Major classification activity occurred in the Departments of Social Services and Community Health, Labour, Agriculture, Economic Development and the Attorney General. Of the 13 classification appeals submitted to the Management Classification Appeals Boards in 1985, six were denied by the Board, one was withdrawn and four were granted. The appeal carried forward from 1984 was granted. Two appeals have been carried forward to 1986.

Other activities of the section included the implementation of classification procedures to accommodate developmental assignments for the management group and the initiation of a discussion paper on the feasibility of further delegation of management classification decisions to departments. A review of positions in the data occupational family was conducted with the assistance of a private consulting firm. Some of the consultants' recommendations have been implemented and others remain under active consideration.

The section continues to emphasize its positive relationship with representatives of the departmental personnel directors and a number of improved approaches and procedures have resulted, most notably in the area of joint involvement in organization reviews. The section continues to promote training in the management classification pro-

cess to members of the personnel community and to interested managers.

Management Pay and Benefits

This section is responsible for all aspects of management pay, benefits, foreign service employment and contract employment, including the interpretation, maintenance and amendment of applicable regulations and guidelines.

Salary ranges for managers were revised upwards by three per cent effective June 1, 1985. An additional 3.35 per cent was provided effective June 1, 1985 to departments to award performance increases to their management staff. No increases had been provided in the form of range changes or performance since June, 1983.

Some modifications were made to management benefit plans with assistance from the Employee Relations Division. A substantial reduction in premium rates occurred for both the management basic and optional life insurance plan while increases in premiums were implemented for the extended medical benefits plan. Changes were also made to certain of the premiums of the dental plan for managers. In accordance with revised pension legislation which eliminated mandatory retirement at age 65, the management sick leave benefit was altered to provide identical sick leave to all managers employed with the government regardless of age.

During the year, a number of reviews were undertaken in relation to the inclusion of Crown board and agency managerial positions in the Public Service management pension plan. A progress report was also provided to the Management Policy Committee of Cabinet on the implementation of the guidelines for participation of Crown boards and agencies which were modified in 1984.

Until the formation of the Consulting and Liaison Services section in October, the section also provided an advisory and consultative service to departments on employee relations in administering the Code of Conduct and Ethics and managing government's continuing commitment to downsizing the public service. The demand for assistance in these areas continued at a high level. Assistance included providing a number of Management Discipline Seminars to a total of over 100 management employees.

Executive Search

The Executive Search section is responsible for providing recruitment services to departments in filling professional/executive positions, and for human resources planning and development for the management group.

Staffing activity in the section showed a decline from the previous year, with a total of 22 senior positions under recruitment during 1985, six of which were still in process at year end.

Approximately 77 per cent of all competitions for positions were advertised as open to all interested candidates; nine per cent were limited to government employees only and in 14 per cent of the competitions, only departmental employees were eligible to apply.

Of the total number of positions handled, 15 were at the Executive Officer I level and five were at the Executive Officer II level. Considerable assistance was also provided to the Select Committee of the Legislature in staffing the positions of Auditor General and Chief Electoral Officer of the province. Of the 16 executive level positions staffed by year end, 15 or approximately 94 per cent were filled by internal candidates.

A total of 27 positions were exempted from the competition process, 20 of which were filled by lateral transfers and seven by the promotion of staff at a lower classification level.

The section has also been working to increase service to departments and the public through increased automation of internal administrative procedures such as computerization of the Executive Search Inventory.

Alberta involvement in the second intake of the federal-provincial Western Career Assignment Program Pilot project was coordinated by the section in cooperation with Organization Development Division, with 11 of the 12 nominees attending the Assessment Centre portion of the program in the fall of 1985. The nomination phase of the Alberta participation in the National Defense College program was also coordinated by the section.

Executive Search, along with the Organization Development Division, provides assistance to departments in implementing developmental assignments to increase the versatility and competence of management employees and to assist departments in personnel planning.

The Personnel Administrator Training Program was reactivated during 1985. A large number of applications was received with six candidates selected for the program. The

eight-month training program is designed to provide a working knowledge to participants of the different personnel functions and to prepare the participants for continuing professional assignments in the Government of Alberta personnel community. The candidates selected in 1985 will complete their training program in April, 1986.

In the Recruitment and Selection area in 1985, the emphasis continued to be on working with departments to facilitate downsizing and to coordinate the placement of affected employees.

The Special Placement program put considerable emphasis on working with disabled individuals, which resulted in an increased number of placements.

In Occupational Health and Safety, in addition to work with employees in the area of on-site safety, there was a considerable increase in programs promoting good general health.

Recruitment and Selection

In 1985, the branch's activities again focused on issues related to downsizing, position abolishment and facilitating the placement of affected employees in comparable positions. Position abolishment and redeployment policies and procedures were compiled into a guidebook to assist personnel staff in departments in dealing with employees affected by position abolishment. In addition, staff in the branch spent a considerable amount of time researching new issues related to position abolishment and redeployment and assisting their assigned departments with questions in these areas. The computerized inventory established in 1984 was used to facilitate the referral of affected employees to available positions. Departments have been very cooperative in placing affected employees in available positions wherever feasible. As a result of the 1985/86 position reductions 173 employees were served position abolishment notice. Forty-seven of these employees have been placed in permanent positions, 42 have resigned, retired or refused offers of employment, 64 (15 of which were placed in alternate positions and 10 of which were transferred to another employer) have had their rights for referral to existing vacancies expire, and 20 retain their rights for referral to available positions.

Effective June 1, 1984 departments began using private sector staffing firms to recruit workers for temporary employment. The Recruitment and Selection branch played an important role as liaison between temporary staffing firms and departments as processes were formalized. An ongoing monitoring role was carried out by the branch, and input from departments and agencies was solicited in order to make necessary changes to the process. In the spring of 1985, proposals were again requested from firms interested in providing the services. Submissions were evaluated and a list of suitable companies was distributed to departmental personnel offices. After a successful first year of operation, the coordination of the program was transferred to the Administrative Services Division.

The clerical recruitment program experienced an abundant availability of entry level clerical applicants for referral to vacancies in departments. A review of the service was initiated and departments were surveyed to assist in assessing the extent of services required. Recommendations on the direction of the program will be examined and implemented in the coming year.

Over the past year, departments have placed a greater emphasis on career development for government employees. Staff from the Recruitment and Selection branch were members of a committee formed to develop a policy on developmental assignments. Other provincial jurisdictions were surveyed and legal issues were identified which affected the recruitment and selection issues surrounding this policy. A system was developed to track various recruitment methods aimed at providing career opportunities for employees.

The branch was involved in many special projects including presenting three recruitment and selection training modules for personnel administrators, sitting on advisory boards at post-secondary institutions and serving on panels addressing job search techniques for students preparing to enter the work force.

Special Placement Program

The Special Placement program provides assistance to individuals who require specialized help to obtain work. Clients include those who are physically, emotionally or mentally disabled and individuals who are over age 45. In 1985, the program assisted a significantly higher percentage of disabled individuals than in the previous year. Sixty-four per cent of the clients assisted were either physically or emotionally/mentally disabled as compared to 37 per cent of the clients assisted in these categories in 1984.

Clients were provided with an opportunity to acquire skills through work experience projects to aid them in seeking competitive employment. Seventy work experience and one-month assessment projects were established in 19 government departments. Of those clients who completed work experience projects in 1985, 52 per cent have been successful in obtaining employment of limited duration with the Alberta Government, 11 per cent are employable

and seeking employment, 15 per cent are not interested in obtaining further employment, and 22 per cent are considered not capable of competitive employment. In addition to assessment and work experience projects, 47 placements were made in permanent, wage, project, and temporary positions with the Alberta Government, as illustrated in the chart entitled Special Placement Program Statistics 1985 on page 28 of this report.

Ongoing support was also extended to 32 clients who started work experience projects in the latter part of 1984. The assistance provided included monitoring of job performance, referrals to other employment opportunities with the Alberta Government, or referrals to agencies providing courses in job search techniques. General assistance and advice regarding employment opportunities and competition procedures was also provided to a considerable number of other individuals who inquired about the program but did not meet the specific mandate or chose not to participate. These individuals were encouraged to pursue employment through regular channels or to obtain specific training or further education.

Special Placement Program staff continued to foster a greater awareness of the program by participating in training programs for department personnel administrators to increase their awareness of the needs and abilities of disabled persons and to identify occupations suitable for these clients. Program staff also participated in the "Positive Attitudes Toward the Handicapped" Showcase sponsored by the Alberta Committee of Consumer Groups of Disabled Persons and the "Career Night for Handicapped Individuals" sponsored by Social Services and Community Health, Community Behavioural Services and provided information on the type of assistance provided to disabled persons and community agencies.

Occupational Health and Safety Branch

Occupational Safety Unit

The Occupational Safety unit provides a resource service to departments in areas of worksite evaluation, safety education, accident reporting and investigation, and emergency evacuation. In addition, the unit also serves as a resource to the Government/AUPE Occupational Health and Safety Committee, departmental Occupational Health and Safety committees, and Joint Worksite Health and Safety committees.

During 1985, a considerable amount of the unit's time and resources was committed to evaluating established programs and developing new ones. The computerized Accident/Injury Tracking System was enhanced in several areas. As a result, departments and the Safety Unit can access more comprehensive information on accident/injury experience for the purpose of analysis and the formulation of preventive programming. The manual statistical reporting system was also reviewed to improve quality and timeliness of information and to meet the changing requirements of legislation. In the area of new program development, a two-day training module aimed at supervision was developed in conjunction with departments. The module is entitled "Implementing Safety Practices" and focuses on the psychology of accidents, accident causation, and strategies to prevent accident occurrence. The module has been successfully piloted and will be a regular offering in 1986.

With the continued support and cooperation of the Alberta Union of Provincial Employees, joint occupational health and safety committees at the government, department, and worksite levels were active in carrying out their program responsibilities. The Government/AUPE Occupational Health and Safety Committee met on three occasions. In addition to reporting on a number of program issues such as vehicle operator safety, chemical safety data sheet system, indoor air quality and lighting, the committee made recommendations to the Public Service Commissioner on the public service accident/injury experience and on implementing guidelines regarding smoking and nonsmoking in the workplace. Departmental and joint worksite occupational health and safety committees also continued to function according to their mandate.

A key strength of the Occupational Safety Program continues to be its cooperative approach which involves both management and the Alberta Union of Provincial Employees working together to improve safety performance. In 1985, the Safety Unit, in conjunction with departments and the Alberta Union of Provincial Employees, completed the revision of the Occupational Safety Program description. The amendments became necessary due to changes in legislation plus new developments during the past several years and should improve the overall administration of the program.

Safety education of managers, supervisors and employees is vital to the maintenance of an effective Occupational Safety Program. During 1985, in conjunction with the

Organization Development Division, the Safety Unit delivered a number of safety education programs. These included Supervisor's Accident Prevention, First Aid, Defensive Driving, Emergency Roadside Survival, and Joint Worksite Health and Safety Committee Member training.

Medical Consultant

The Medical Consultant conducts and coordinates the medical aspects of the various Occupational Health and Safety programs and provides overall direction to departments in the area of occupational medicine. Key activities in 1985 included coordination of 180 medical examinations for selected at-risk occupational groups and the convening of 57 employee medical reviews at the request of departments.

Occupational Hygiene

Occupational Hygiene is concerned with potential environmental health hazards such as toxic vapors, dusts and fumes, noise, microbiology, heat stress, and radiation.

The Occupational Hygiene unit continued to provide service to departments in the areas of worksite surveys, consultation and information sessions. Approximately 90 in-depth worksite surveys were conducted in various government departments. The surveys include an assessment of the worksite environment together with recommendation for action if required. Information sessions on such topics as indoor air pollution, non-ionizing radiation, and the chemical safety data sheet system were given to occupational health nurses and department occupational health and safety coordinators as well as the Government/AUPE Occupational Health and Safety Committee.

Chemical Safety Data Sheets for a second set of two hundred "high priority" chemicals used at government worksites have been prepared in 1985 and distributed to departments. The collection of information from manufacturers concerning chemicals used in the public service continued throughout the year. A training package was prepared and distributed to departments for their use in introducing the chemical safety data system. The chemical safety data sheets include information on health effects, safe handling procedures, storage, first aid, emergency fire and spill procedures.

The Occupational Hygiene unit also completed other major activities such as preparing a directive on the use and application of fume hoods and a code of practice for spray painting. Comprehensive literature searches were used to prepare papers on indoor air pollution and smoking as well as on non-ionizing radiation.

Diagnostic and Referral Service

The Diagnostic and Referral Service continued to assist employees in dealing with behavioural health problems that impair work performance. Consultation was provided to supervisors so that they could participate in the process of helping employees achieve effectiveness on the job and in life generally. During the year 1985, there were 502 referrals to the program: 423 (84 per cent) of these were first-time referrals, whereas 79 (16 per cent) were repeat referrals. Two hundred and fifty-six (51 per cent) of the clients came from Edmonton, 123 (24.5 per cent) from Calgary, and 123 (24.5 per cent) from other parts of the province.

A comprehensive evaluation of the Diagnostic and Referral Service indicated that the program was fulfilling the objectives assigned to it by formal policy. Contact with employees, management, and treatment agencies was found to be adequate. Satisfactory service was also provided in the areas of diagnosis, assessment counselling, and consultation to management. The high degree of cooperation shown by employees in assessment at the Diagnostic and Referral Unit, as well as referral for therapeutic intervention indicated that the program had satisfactory credibility within the Alberta Public Service. Data also showed constructive support by management in helping employees cope with their social and emotional problems. Incidence of referral from the work force compared favourably with other employee assistance programs.

Assistance was given to staff development trainers and other departmental officials in Calgary, Grande Prairie and Peace River in holding stress education seminars for employees. A series of seminars was also held for supervisors in the Calgary region on dealing with staff experiencing personal problems. Direct service was implemented on a trial basis in Grande Prairie and Peace River so that employees in those areas could have easy and prompt access to the program.

Occupational Health Service

The Occupational Health Service provides occupational health programs and services to assist departments in pro-

tecting and promoting employee health and in the provision of healthful environments. The five regional offices are based in Grande Prairie, Edmonton, Red Deer, Calgary and Lethbridge and the occupational health nurses travel extensively to provide programs to employees throughout the province.

The legislated health screening programs (hearing conservation, pulmonary fibrosis and medical surveillance for exposure to lead) continue to be top priority. Increased specificity of exposure criteria and measurements of exposure levels, as well as a reduced public service, has somewhat decreased the numbers of employees enrolled in these programs. Another factor in the decreased numbers of audiogram (hearing) tests is that more employees are showing no change in hearing threshold levels so are tested only every two years. This trend is expected to continue as departmental noise control and hearing protection programs become increasingly effective.

The number of worksites where the testing is required has changed very little but more time is available per worksite for individual health education regarding protective measures and counselling in relation to general health. The more in-depth personalized approach facilitates increased self-responsibility and compliance on the part of employees. Another advantage of the decreased time pressures from these screening programs is improved program coverage in the outlying areas where smaller employee groups are involved.

At the request of departments, the pre-placement and periodic medical examination programs were expanded to include additional selected at-risk occupational groups. The Blood Pressure Screening Program was continued and employees who required follow-up care were referred to their own physicians. A medical surveillance program for selected pesticide users was implemented to monitor exposure and for early detection of any health effects.

The occupational health nurses, in conjunction with managers/supervisors, conduct general worksite visits to plan and deliver programs, observe work processes and to provide information and advice regarding occupational health matters. More in-depth worksite health evaluations to assist in the identification of potential health hazards are carried out with departmental occupational health and safety coordinators. Consultations on occupational health concerns are provided to department management, occupational health and safety personnel and individual employees.

The health education program includes presentations on the prevention of ill health effects from noise, silica, asbestos and lead. Presentations on other occupation-related topics such as back care, eye care and video display terminal (VDT) health are also provided to selected groups as appropriate. Now that the health screening programs are ongoing and well maintained, increased resources are also being utilized in general health promotion. These activities include health education presentations on general health topics such as prevention of heart disease, the health effects of smoking and alcohol and drug abuse, nutrition and weight control. Other health promotion programs have included the use of a computerized dietary analysis as an educational and motivational tool. The distribution of health informational materials on a monthly basis to government worksites was continued.

There are now 131 first aid rooms with 583 designated first aiders assigned to them. New first aiders are given an orientation session by the occupational health nurses who also provide ongoing support and in-service education.

Health counselling is provided to individual employees with appropriate referrals to community health and related resources. Individuals are encouraged to discuss with an occupational health nurse any personal health problems, particularly in relation to their job duties and work environment. Employees in outlying areas especially appreciate this service as do employees in close proximity to the regional offices.

In summary, the Occupational Health Service continues to work closely with departments and other disciplines in the Occupational Health and Safety Branch. Publications outlining available services, presentations on role and programs at departmental meetings, participation in several department occupational health and safety awareness projects and the provision of additional, higher quality programs have all raised the visibility and credibility of the service. This, in turn, has increased and broadened service requests for assistance in the maintenance and promotion of employee health. Program statistics are included on page 27 of this report.

Organization Development Division

During 1985 the division reorganized its Training and Development unit to become the Organization and Staff Development unit. This will serve the departments better in the demand for development programs and particularly for organization development consulting services.

The division offers a wide range of programs advertised through its Calendar of Services. These are designed to increase employees' skills and knowledge as well as to assist in the development of more effective organizations. A series of senior management seminars was again offered for executive and senior officers.

Continued efforts were made to ensure that female employees have an opportunity to realize and achieve their career potential. To facilitate this, a Calendar of Services and Information listing resources available to female employees, along with a series of information brochures, was developed and distributed throughout the Alberta Public Service.

Within the Native Program efforts were initiated with the Department of Social Services and Community Health along with continued efforts in assisting departments to develop programs that would encourage Native people of the province to seek employment with the Public Service and to assist Natives employed within the service to take advantage of career opportunities.

Several projects which were initiated by the Organization Development Division in 1984 were implemented this year. They include program evaluation for the training community and the Management Model guide.

Organization and Staff Development

Through 1985 this unit continued to offer a wide variety of programs in response to continued high demand by departments. In addition to the regular programming advertised in the Calendar of Services, the unit sponsored three seminars for Executive Officers (EO's) and Senior Officer II's (SOII's). This successful format was extended in a new "Seminar Series for Management" co-managed with the Personnel Planning and Career Development unit and open to all levels of management. Further programs in this series are to be held in 1986.

In response to increased demand for organization development consulting services, a reorganization of the unit took place in November, 1985. Two consultants will now be responsible for managing the consulting function and for special projects.

Projects completed in 1985 include:

Key Management Development Modules
Thirteen training modules entitled Key Management Modules were completed which will be conducted throughout 1986.

Western CAP Program
An evaluation of the Education Phase of the Western Career Assignment Program (Western CAP) was completed. This program is a three-phase management development program developed by the Federal Government. Along with other western provinces and the two territorial jurisdictions, this division, in conjunction with the Management Services Division, has worked with the Federal Government in establishing a pilot Western Canadian version of CAP. As a result of our evaluation, Alberta has agreed to continue its participation in this program for another year. In 1985 three Alberta managers completed the education phase and two of these people are currently on assignment with the Federal Government. The 1985/86 intake saw a total of 11 people go through the assessment phase (an additional nominee will be assessed in January, 1986, making a total of 12 managers completing the assessment phase). Up to five people will be selected to participate in the education and assignment phases commencing in the fall of 1986. The unit will continue to take a very active role in the development and assessment of this program.

Evaluation Guide
A Guide for Training Evaluation was completed with distribution to departments scheduled for January, 1986. The guide was developed in conjunction with departments and is intended to assist trainers in the evaluation of their training programs.

Management Model
The results of a study to determine the functions and activities involved in managing effectively in government was introduced in 1985. The model consists of twelve functions that were identified as important to managerial effectiveness and includes a description of key activities managers engage in to carry out each function. The model appears in the Organization Development Calendar of Services with references to the training programs which address development of skills in the various functions described. In addition, the department personnel offices were introduced to the model and encouraged to explore other applications in the areas of recruitment, selection and human resource planning.

Organization Development Division

Personnel Planning and Career Development

The Women's Program

The Women's Program was established in 1977 to "ensure that all groups of people have the same opportunities for employment or career advancement in the Alberta Public Service by providing measures to assist female employees to achieve their career potential."

In 1975 the participation rate for women as a percentage of the total work force in the Alberta Public Service was 46 per cent; in 1985 it was 52.1 per cent.

During 1985 the program has been involved in a variety of activities:

- Delivery of courses for professional /technical level employees who plan to advance to supervisory and management positions.
- Ongoing provision of "entry" skills development programs:

  Dealing With The Public
  Interpersonal and Organizational Skills for Clerical and Secretarial Staff.
- Ongoing provision of personal development programs:

  Preparing For The Job Interview
  Career Development For Women - Introductory
  The Career Planning Process
- Ongoing provision of FORUM, a series of seminars/ workshops of topical interest to women at supervisory and management levels.
- Introduction of a new program, Seminar Series for Management, in conjunction with the Organization and Staff Development unit, to provide a series of seminars of interest to men and women at all levels of management.
- Continued expansion of the Resource Centre which is used by Women's Program departmental coordinators and, increasingly, by individual employees wishing to develop further their knowledge and skills.
- Monitoring other training and development programs in the Staff Development Training Calendar to ensure that all material equitably meets the needs of all employees.
- Consulting with agencies knowledgeable on issues which affect the workplace, such as the Alberta Human Rights Commission, and the Women's Secretariat.
- Training of new managers and personnel administrators through orientation courses managed by the Personnel Administration Office.
- Briefing supervisors, managers and executives on the implicit and explicit forms discrimination can take.
- Development of a series of information brochures for management and employees on a variety of relevant topics.
- Development of a Calendar of Services and Information for the Women's Program, intended to provide a comprehensive guide to services available to female employees within the Alberta Public Service.
- Development of an audiovisual presentation featuring the Minister responsible for Personnel Administration plus senior government officials to explain the important role of women in the Alberta Public Service as well as the role of the Women's Program in ensuring equal opportunities.
- Ongoing provision of seminars and workshops for Women's Program departmental coordinators to assist them in carrying out their functions.

Native Careers Program

In keeping with the philosophy of the Personnel Planning and Career Development Unit, that is to provide "equal access to employment, training, promotional and career progression for all Albertans," the Native Careers Program entered into a variety of activities during 1985 to promote the entry and advancement of Native people in the Alberta Public Service. These activities are outlined as external or internal to the Public Service.

Internal activities included:

- Continued involvement with the Interdepartmental Committee on Native Employment composed of representatives from 11 other departments.

- Provision of five two-day courses on cross-cultural awareness for Alberta Government employees.
- Participation in the delivery of several four-day Native Awareness sessions designed especially for front line Social Services' employees.
- Assistance in the development of the Native Resource Worker project, a pilot program offering consultation services to social workers dealing with Native clients in Edmonton.
- Provision of consultation services to Human Resources (Alberta Social Services) in planning for the recruitment of 60 Native people to existing vacancies.
- PAO representation in a five-department committee set up for the purpose of providing 150 developmental positions to Native communities undertaking the transfer of Child Welfare services from department to local administration.

External activities included:

- Participation as a member in the first annual conference of the Alberta Chapter - Inter-provincial Association on Native Employment.
- Provision of extensive consultation and information services to the University of Alberta, Faculty of Extension for the development of a cross-cultural Native awareness course.
- Attendance at several meetings with the Stoney and Blood Indian Bands to discuss training needs for band employees. Also chaired the annual conference of Band Social Service workers in Jasper.
- Coordination of the participation of provincial government departments in a career display booth at the Peigan Indian Youth Conference.
- Presentation of a two-day cross-cultural awareness course for justice system personnel and child welfare workers attending the annual Northern Conference held in Val d'Or, Quebec.

Special Projects Division

Development of the new human resource information system continued during the year under the umbrella description "Alberta Personnel Information System, Cross-Government (APIX)".

The first portion of the system, covering only position information, was released to departments in September. During the remainder of the year, the pilot departments worked on the integration of basic employee data. Release of the core system to departments remains on schedule for April 1, 1986. The Interdepartmental Steering Committee has directed that the staffing function will be the next addition to APIX.

The Absent Time Reporting System was introduced in 1984 on a gradual basis and extended to most of the departments during 1985. At the request of the user departments, a number of enhancements were implemented so as to make the system more responsive to departmental needs.

Southern Alberta Region

The Southern Alberta Regional Office, located in Calgary, provides varied personnel services to line management, departmental personnel offices, employees and the public within the southern Alberta region. All divisions of the Personnel Administration Office are represented, as well as the Minister's and Public Service Commissioner's Offices, as required.

Downsizing and redeployment have continued to be major areas of activity throughout the past year. Staff continued to be involved in interviewing and advising employees who have received notices of position abolishment, identifying suitable vacancies for their placement within the Public Service and interpreting regulations for department personnel offices.

The region is now responsible for consulting with the Departments of Energy and Natural Resources and Social Services and Community Health in non-management classification. Assistance has been provided in major reviews and reorganizations as well as in allocating positions. Responsibility for handling all the administrative aspects of classification activity for these departments was transferred to the Regional Office this year. Staff participated in reviews of class series, class specification development, and a variety of other special projects. The number of requests for management classification has been comparable with those of recent years and officers have been involved in several department reorganizations.

Regional Office staff coordinated competitions and chaired selection panels as requested by departments. The draft for the revised application form was developed, incorporating suggestions received from department personnel offices. In the revised form, reference to age 65 has been deleted and increased emphasis has been placed upon voluntary work experience. Training in recruitment and selection was provided to new personnel administrators. In addition, the recruitment activity of several departmental officers working within the Southern Region was reviewed, monitoring reports were prepared, and in some cases, recommendations for the delegation of signing authority for recruitment were made.

Community contacts have been maintained through visits to educational institutions, departmental offices and facilities, and through participation in several local and national salary surveys. The Work Experience Program continued to be coordinated through the regional office, enabling students to gain valuable on-the-job experience. This year, staff again participated in the review of tenders and the selection of temporary staffing agencies to ensure the provision of a satisfactory level of service in the region.

Statistics

Occupational Health Service Statistics 1985

	Grande Prairie	Edmonton	Red Deer	Calgary	Lethbridge	Total
Patient Care						
Occupational Health Nurses	346	220	521	223	405	1,715
First Aiders	59	2,653	246	40	53	3,051
Total	405	2,873	767	263	458	4766
Preventative Screening Programs						
Audiometric Tests	175	1,172	390	445	245	2,427
Pulmonary Function Tests	21	47	1	36	13	118
Blood Tests - Lead Exposure	—	8	—	11	—	19
Blood Tests - Pesticide Exposure	—	11	9	5	13	38
Blood Pressure	374	2,550	883	465	319	4,591
Other	—	68	—	3	—	71
Total	570	3,856	1,283	965	590	7,264
Medical Examinations Programs						
Preplacement	2	79	—	—	—	81
Periodic	—	27	—	2	1	30
Total	2	106	—	2	1	111
Worksite Visits						
General Visits	70	657	264	269	77	1,337
Health Evaluations	11	17	15	24	5	72
Joint Health Evaluations	—	27	6	7	2	42
Total	81	701	285	300	84	1,451
Health Promotion						
Number of Presentations	33	310	154	100	16	613
Attendance	575	3,993	1,947	1,146	213	7,874

Special Placement Program Statistics 1985

New Clients Accepted to the Program:	55
Clients Accepted From Previous Year:	32

Categories of Disadvantaged:	Physically Disabled	33%
	Emotionally/Mentally Disabled	31%
	Over Age 45 Years and Lack Recent Work Experience	7%
	Over Age 45 Years and Re-entering Labour Market after Period of Unemployment	27%
	Over Age 45 Years with Cultural/Language Barrier	2%

Placements:*	Type of Positions:	
	Permanent	6
	Wages	18
	Project	7
	Temporary	16
	Work Experience	49
	Assessment	21

Interviews:	Initial (Clients)	Follow-up (Clients)
	108	350

* These figures do not include disabled persons hired who did not require the assistance of this program.

Staff Development Leave 1985

Department	Course Subsidization	Education Leave
Advanced Education	218	5
Agriculture	664	12
Agricultural Development Corporation	87	0
Attorney General	87	0
Chief Electoral Office	4	0
Consumer and Corporate Affairs	138	0
Culture	94	2
Economic Development	135	1
Education	95	4
Energy and Natural Resources	392	3
Environment	571	0
Federal and Intergovernmental Affairs	5	0
Hospitals and Medical Care	427	0
Housing	16	0
Labour	23	1
Manpower	179	1
Municipal Affairs	199	0
Native Secretariat	5	0
Personnel Administration Office	125	0
Public Affairs Bureau	9	0
Public Safety Services	20	0
Public Utilities Board	0	1
Public Works, Supply and Services	143	0
Recreation and Parks	138	0
Social Services and Community Health	745	57
Solicitor General	386	0
Tourism and Small Business	70	1
Transportation	631	4
Treasury	294	0
Utilities and Telecommunications	68	0
Workers' Health, Safety and Compensation	83	0
Totals	**6,051**	**92**

NOTE: An employee who receives financial assistance while on staff development leave may be required to fulfill a return service commitment with the government as set out in the Staff Development Leave Regulations.

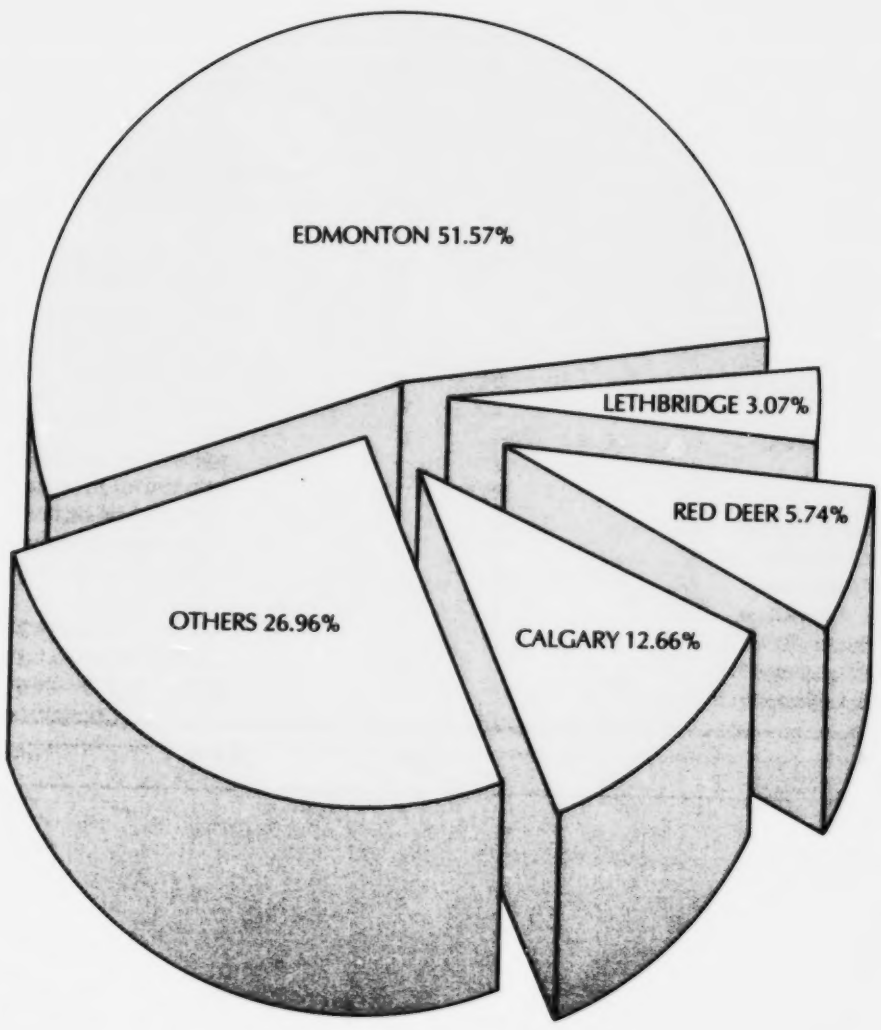
Staff Development Program 1985

	Number of Courses	Number of Participants	Days of Duration	Training Days
Administrative Skills & The Senior Secretary	2	32	3	96
Advanced Public Speaking	8	72	2	144
Career Development For Women - Introductory	13	282	3	846
Career Planning Process	5	99	3	297
Classification and Compensation	2	15	3	45
Combined Management Series	2	297	1	297
Consulting Skills I	6	152	5	760
Consulting Skills II	4	89	5	445
Coping With Stress	13	323	2	646
Cross Cultural Awareness	5	119	2	238
Dealing With The Public	10	250	2	500
Defensive Driving	5	106	2	212
Delegated Classification Course for Line Managers	2	31	2	62
Delegated Classification Course for Personnel Administrators	1	11	5	55
Effective Public Speaking	18	229	2	458
Effective Writing Workshop	25	442	3	1,326
Emergency Roadside Survival Training	6	97	2	194
Emergency Roadside Survival Training	3	38	1	38
Employee Relations	3	56	4	224
Essentials of Situational Leadership	10	155	3	465
Executive Officer Series	1	28	2	56
Executive Officer Series	2	53	1	53
First Aid Training - Standard Conventional	5	114	3	342
- Standard Conventional	1	17	4	68
First Aid Training - Standard Multi-Media	5	78	2	156
- Standard Multi-Media	4	39	3	117
- Standard Multi-Media	2	18	4	72
Forum	2	190	1	190
Human Resource Management	6	182	6	1,092
Interpersonal and Organizational Skills for C'erical and Secretarial Staff	11	256	3	768
Interpersonal Communication	20	360	3	1,080

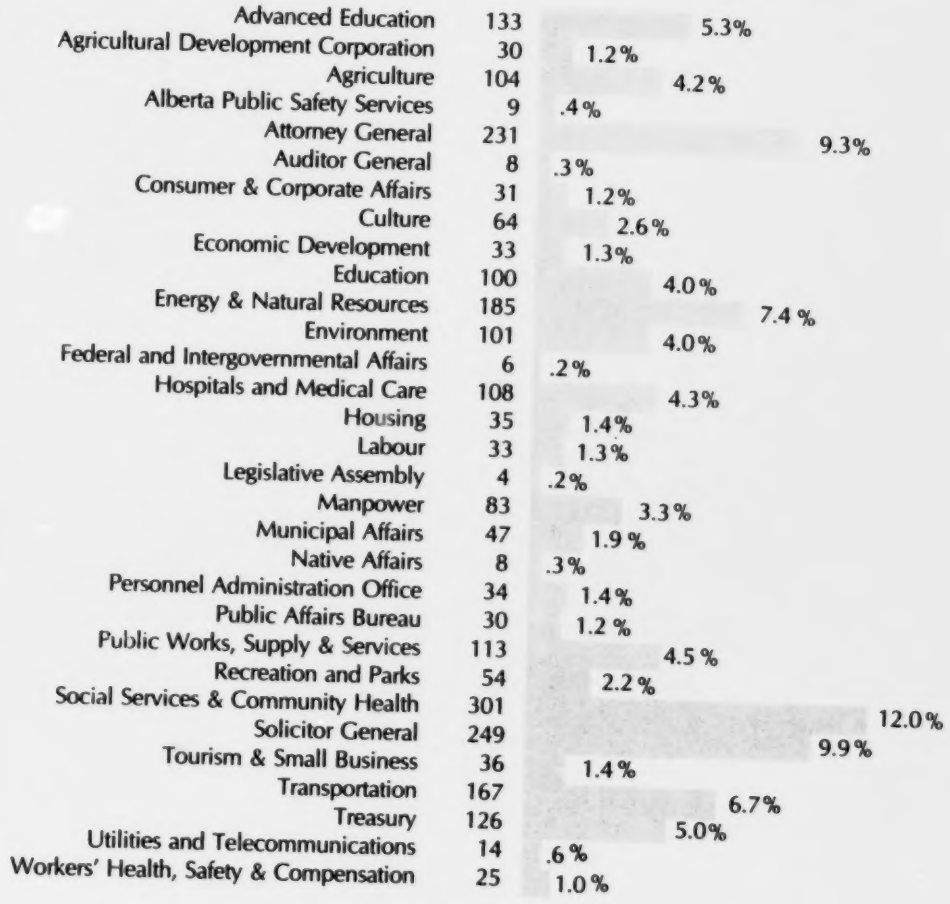
Staff Development Program 1985

	Number of Courses	Number of Participants	Days of Duration	Training Days
Joint Worksite Health & Safety Committee	3	40	1	40
Logical and Creative Problem Solving	10	193	2	386
Management Classification & Compensation	1	22	2	44
Management Development	10	267	5	1,335
Management, Leadership and Motivation	9	257	6	1,542
Managing Conflict	11	254	2	508
Managing The Decision Process	7	126	3	378
Managing The Planning Process	7	135	3	405
Managing The Unsatisfactory Performer	8	180	3	540
Managing Time	19	436	2	872
Managing Time For Team Effectiveness	5	95	2	190
Meeting Skills	9	161	3	483
On-The-Job Training Methods	8	133	3	399
Orientation For Managers	2	38	3	114
Orientation To Personnel	1	11	2	22
Power and Productivity	5	101	3	303
Preparing For The Job Interview	3	78	2	156
Pre-Retirement Planning	11	290	2	580
Recruitment and Selection - Module I	1	26	2	52
Recruitment and Selection - Module II	3	56	4	224
Report Writing Workshop	6	103	2	206
Seminar Series For Management	2	541	1	541
Senior Officer II Series	2	154	1	154
Senior Officer II Series	1	24	2	48
Step Two: Now You Have The Job	1	21	3	63
Supervisor's Accident Prevention	2	16	1	16
Supervisor's Accident Prevention	1	17	2	34
The Supervisor In The Automating Office: Managing Human Resources	3	67	2	134
Women Entering a Management Role	4	81	4	324
Women Entering A Supervisory Role	11	262	4	1,048
Totals:	**368**	**8,415**	**164**	**22,483**

Distribution of Staff by Geographic Location December 31, 1985



Percentage of Recruitment and Selection Competitions

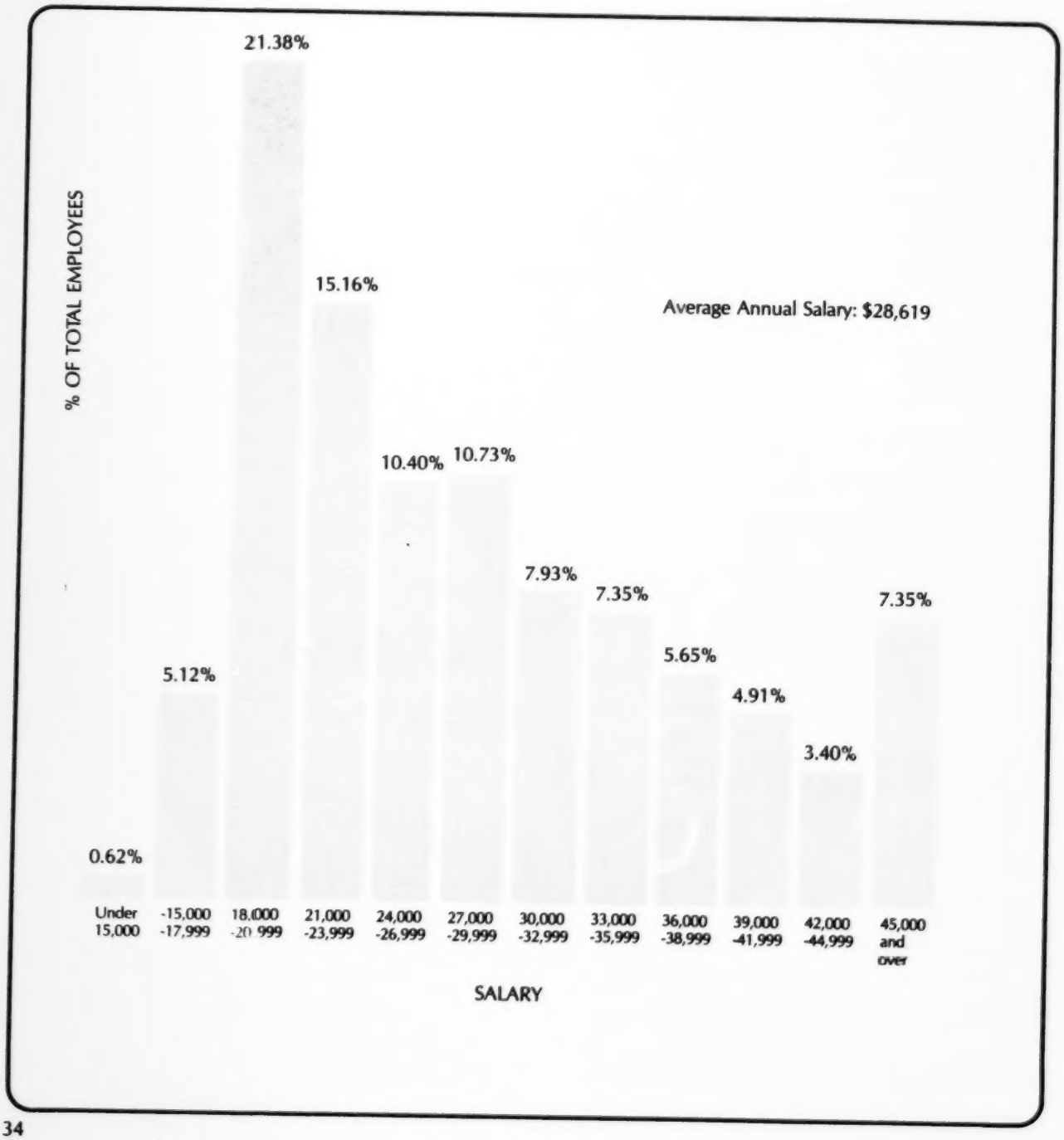

Advanced Education 133 5.3%
Agricultural Development Corporation 30 1.2%
Agriculture 104 4.2%
Alberta Public Safety Services 9 .4%
Attorney General 231 9.3%
Auditor General 8 .3%
Consumer & Corporate Affairs 31 1.2%
Culture 64 2.6%
Economic Development 33 1.3%
Education 100 4.0%
Energy & Natural Resources 185 7.4%
Environment 101 4.0%
Federal and Intergovernmental Affairs 6 .2%
Hospitals and Medical Care 108 4.3%
Housing 35 1.4%
Labour 33 1.3%
Legislative Assembly 4 .2%
Manpower 83 3.3%
Municipal Affairs 47 1.9%
Native Affairs 8 .3%
Personnel Administration Office 34 1.4%
Public Affairs Bureau 30 1.2%
Public Works, Supply & Services 113 4.5%
Recreation and Parks 54 2.2%
Social Services & Community Health 301 12.0%
Solicitor General 249 9.9%
Tourism & Small Business 36 1.4%
Transportation 167 6.7%
Treasury 126 5.0%
Utilities and Telecommunications 14 .6%
Workers' Health, Safety & Compensation 25 1.0%

TOTAL 2,502

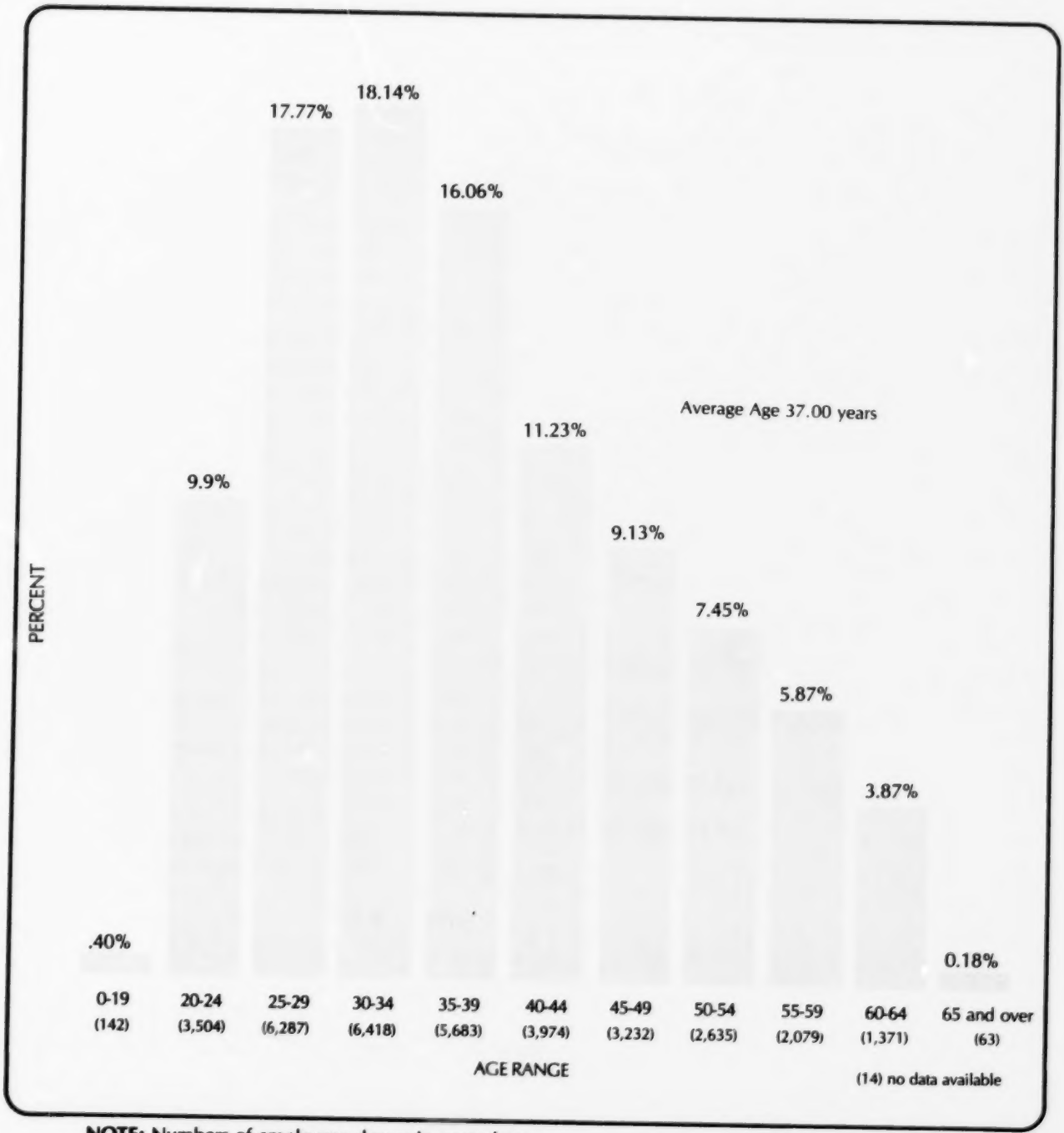
Note: Attorney General includes Utilities Board

CONDUCTED BY DEPARTMENTS IN 1985

Annual Salary Distribution of Permanent Full Time Employees December 31, 1985



Age Distribution of Salaried Employees December 31, 1985



NOTE: Numbers of employees shown in parentheses

Table of Personnel Transactions 1985

Management Position Classifications	Positions Reviewed	1,346
Employee Changes*	Commencements	4,796
	Terminations	5,620
	Internal Transfers	5,763

*Includes all salaried positions.

Distribution of Permanent Full Time Employees December 31, 1985

Advanced Education	606	1.96%
Agriculture	1,258	4.08%
Agricultural Development Corporation	161	0.52%
Attorney General	2,138	6.93%
Auditor General	108	0.35%
Consumer and Corporate Affairs	369	1.20%
Culture	384	1.24%
Economic Development	175	0.57%
Education	736	2.39%
Electoral Office	7	0.02%
Energy and Natural Resources	2,381	7.72%
Environment	1,017	3.30%
Executive Council	34	0.11%
Federal and Intergovernmental Affairs	58	0.19%
Hospitals and Medical Care	796	2.58%
Housing	144	0.47%
Labour	548	1.78%
Legislative Assembly	47	0.15%
Manpower	418	1.35%
Municipal Affairs	621	2.01%
Native Affairs	25	0.08%
Ombudsman	12	0.04%
Personnel Administration Office	163	0.53%
Public Affairs Bureau	211	0.68%
Public Safety Services	80	0.26%
Public Works, Supply and Services	2,688	8.71%
Recreation and Parks	540	1.75%
Social Services and Community Health	5,609	18.18%
Solicitor General	2,777	9.0%
Tourism and Small Business	149	0.48%
Transportation	2,701	8.75%
Treasury	778	2.52%
Treasury Branches	2,758	8.94%
Utilities and Telecommunications	159	0.52%
Workers' Health, Safety & Compensation	200	0.65%
TOTAL	30,856	

NOTE:
Attorney General includes Public Utilities Board.
Environment includes Environment Council of Alberta.

Percentage of Non-Management Classification Transactions

Advanced Education	261	3.29%
Agriculture	371	4.68%
Agricultural Development Corporation	139	1.75%
Attorney General	789	9.95%
Consumer and Corporate Affairs	180	2.27%
Culture	108	1.36%
Economic Development	15	.19%
Education	186	2.34%
Energy and Natural Resources	650	8.19%
Environment	183	2.31%
Environment Council	1	.01%
Executive Council	9	.11%
Federal and Intergovernmental Affairs	9	.11%
Hospitals and Medical Care	384	4.84%
Housing	65	.82%
Labour	76	.96%
Legislative Assembly	1	.01%
Manpower	127	1.60%
Municipal Affairs	131	1.65%
Native Secretariat	5	.06%
Personnel Administration Office	38	.48%
Public Affairs Bureau	34	.43%
Public Safety Services	6	.08%
Public Utilities Board	7	.09%
Public Works, Supply and Services	616	7.77%
Recreation and Parks	92	1.16%
Social Services and Community Health	1,701	21.44%
Solicitor General	872	10.99%
Tourism and Small Business	81	1.02%
Transportation	460	5.80%
Treasury	213	2.69%
Utilities and Telecommunications	54	.68%
Workers' Health, Safety & Compensation	68	.86%
TOTAL	7,932	

CONDUCTED BY DEPARTMENTS IN 1985